

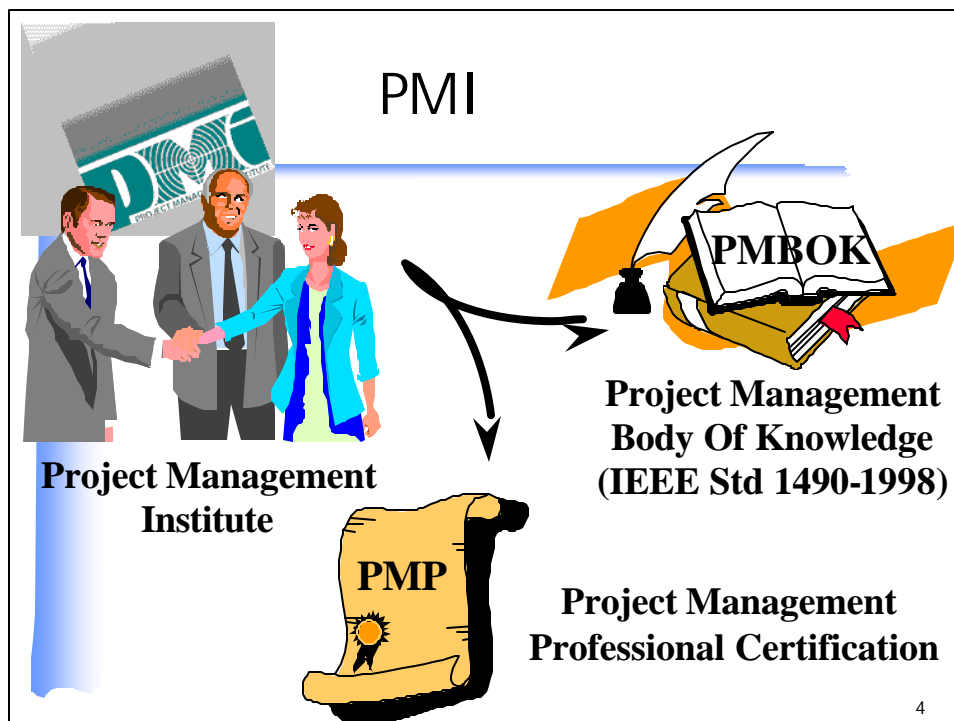
## Workshop Objectives

- # To Introduce the Project Management Institute (PMI) and the Project Management Body of Knowledge (PMBOK) Framework
- # To familiarize attendees with how project management relates to everyone in the organization.

2

## Part I

To Introduce the Project Management Institute (PMI) and the Project Management Body of Knowledge (PMBOK) Framework For Project Management



## Benefits Of The PMBOK

- #PMBOK Applies To Multiple Industries
- #PMBOK Resolves The Program versus Project Conflict
- #PMBOK Clarifies Specific Roles and Responsibilities
- #PMBOK Creates Common Principles For Many Disciplines

5

## PMBOK Applies To Multiple Industries



Construction



Food



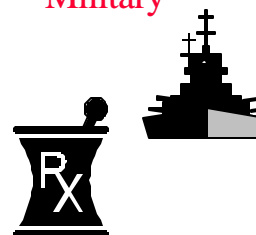
Military



Telecommunications

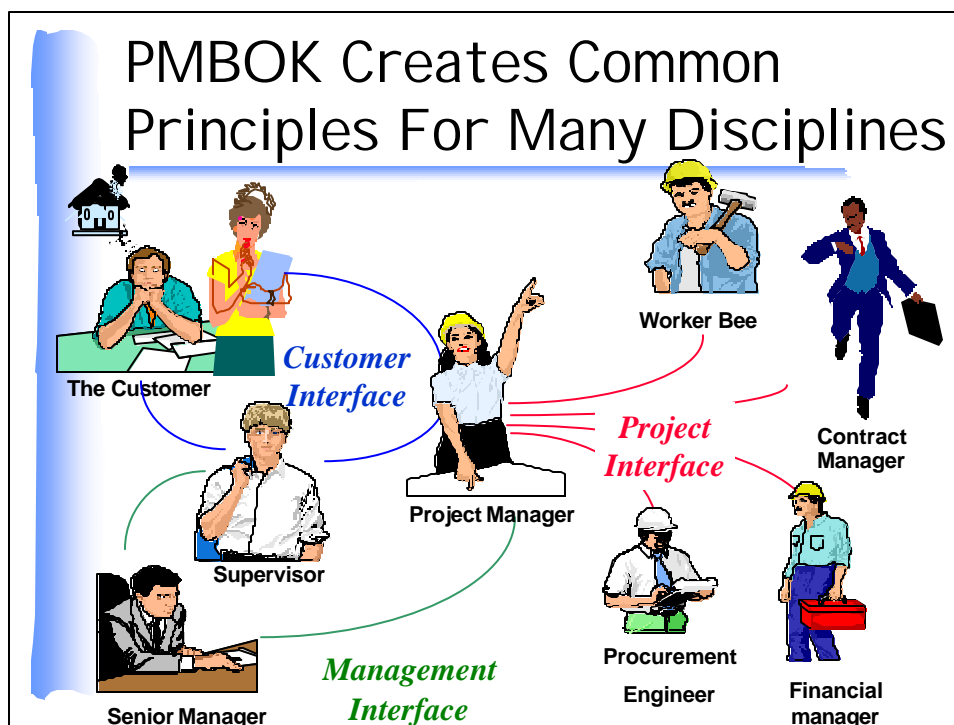
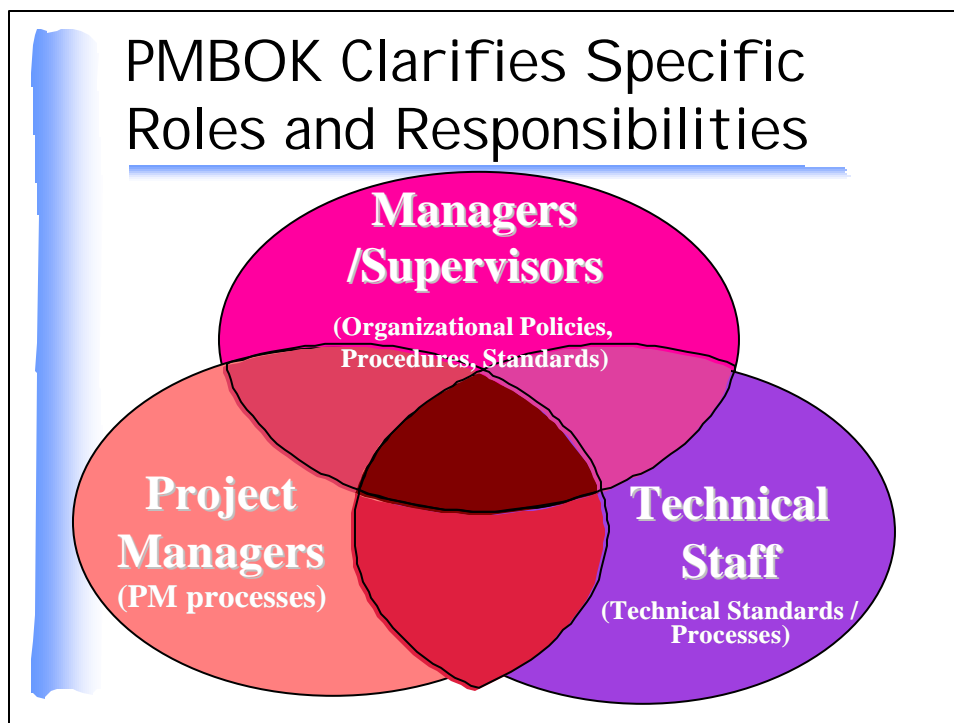


Transportation



Pharmaceutical

6



## PMBOK Resolves The Program versus Project Conflict



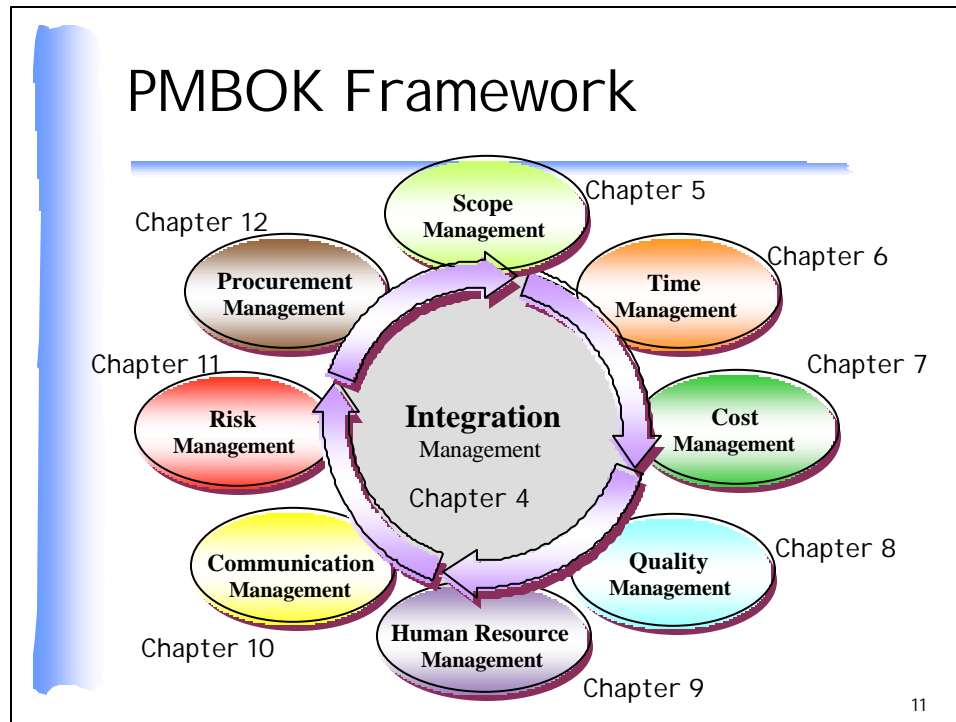
9

## PMBOK (Chapters 4-12)

Think Product!

View *each topic* in the context of the nine PM product areas (Scope, Time, Cost, Quality, etc.)!

10



## Integration...

Chapter 4

*... includes the processes required to ensure that the various elements of the project are properly coordinated*

**Things to Ensure:**

- ✓ All of the eight PMBOK areas are addressed in the Project Plan.
- ✓ Overall Project Status is tracked and controlled throughout the project life cycle.
- ✓ Integrated change control and project configuration is maintained on the project.

**Typical Artifacts:**

- ✓ The Project Folder
- ✓ The Project Plan
- ✓ Project Status Reports
- ✓ Configuration Management Plan

**Policy/Guidance:**

- ✓ Company Policy on Project Mgmt

The illustration shows a stick figure holding a sign that says "The Plan". From the sign, several lines radiate outwards to different project elements: Scope, Time, Cost, Quality, Human Resources, Communication, Risk, and Procurement.

## Chapter 5

## Scope...(Requirements)

*... includes the processes required to ensure that the project includes all of the work required, and only the work required, to complete the project successfully*

### Things to Ensure:

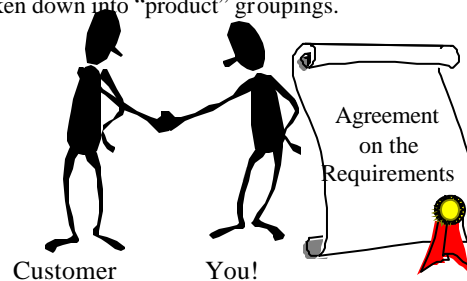
- ✓ The "Project" is clearly defined in terms of what the customer wants.
- ✓ The project manager is formally assigned with authority to apply resources.
- ✓ Requirements are documented to include objectives and deliverables.
- ✓ The total scope of the project is broken down into "product" groupings.

### Typical Artifacts:

- 📄 Project Charter
- 📄 Scope Statement
- 📄 WBS (Product Level)

### Policy/Guidance:

- 📖 Company Policy on Project Mgmt
- 📖 Scope Management Plan



## Chapter 6

## Time...(Schedule)

*... includes the processes required to ensure timely completion of the project*

### Things to Ensure:

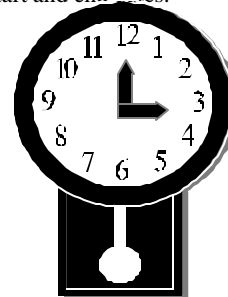
- ✓ All activities to complete the WBS products are identified.
- ✓ The activities and the logical relationships between them are diagrammed.
- ✓ An estimated duration has been determined for each activity.
- ✓ Each activity in the project is scheduled with planned start and end dates.

### Typical Artifacts:

- 📄 WBS (Activity Level)
- 📄 Network Diagram
- 📄 Activity Duration Estimates
- 📄 Gantt Chart

### Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Schedule Management Plan



## Chapter 7

## Cost...

*... includes the processes required to ensure that the project is completed within the approved budget.*

### Things to Ensure:

- ✓ The types of resources (skills categories) is determined in quantities and unit costs.
- ✓ The time-phased “usage” of resources is documented.
- ✓ The time-phased use of cost budget is documented.
- ✓ Instructions and constraints for work are documented for the project resources.

### Typical Artifacts:

- 📄 Resource Pool
- 📄 Cost Baseline

### Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Cost Management Plan



## Chapter 8

## Quality...

*... includes the processes required to ensure that the project will satisfy the needs for which it was*

### Things to Ensure: undertaken

- ✓ The desired level of quality will be determined for the project.
- ✓ Quality items are defined and how they will be measured by the quality process.
- ✓ Verify that product is built in accordance to the quality standards.
- ✓ Corrective / preventative action is taken as a result of quality measurements.

### Typical Artifacts:

- 📄 Quality Standards
- 📄 Operational Definitions
- 📄 Quality Checklists
- 📄 Process Adjustments (as needed)

### Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Quality Management Plan





## Chapter 9

## Human Resources...

*... includes the processes required to make the most effective use of the people involved with the project*

### Things to Ensure:

- ✓ Roles and responsibilities are defined for project resources.
- ✓ Resource time-phased “availability” of resources is documented.
- ✓ Relevant project participants are identified and described.
- ✓ Appropriate staff have been assigned (by name) to the project.

### Typical Artifacts:

- 📄 Responsibility Assignment Matrix
- 📄 Histogram (Availability Line)
- 📄 Project Team Directory
- 📄 Project Staff Assignments

### Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Staffing Management Plan



## Chapter 10

## Communication...

*... includes the processes required to ensure proper collection and dissemination of project information*

### Things to Ensure:

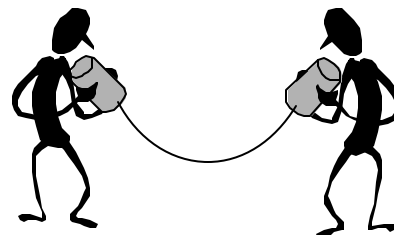
- ✓ Define “what” information and communication needs are required by stakeholders.
- ✓ Define “how” project information gets to project stakeholders when they need it.
- ✓ Define “when” performance information will be collected and disseminated.
- ✓ Document and verify project results for future benefit.

### Typical Artifacts:

- 📄 Communication Management Plan
- 📄 Project Records
- 📄 Performance Reports
- 📄 Lessons Learned

### Policy/Guidance:

- 📖 Company Policy on Project Management
- 📖 Communication Management Plan



## Chapter 11

## Risk...

*... management is the systematic process of identifying, analyzing and responding to project risk*

### Things to Ensure:

- ✓ Decide how to approach and plan risk management.
- ✓ Identify occurrences that could effect the successful outcome of the project.
- ✓ Probability and impacts of risk have been identified.
- ✓ Pre-defined action steps to overcome risk events are in place for the project.
- ✓ Cost and schedule reserves are in place to mitigate unplanned risks that occur.

### Typical Artifacts:

- ☞ Risk Events
- ☞ Probability-Impact Matrix
- ☞ Risk Aversion Plans
- ☞ Cost/Schedule Reserves

### Policy/Guidance:

- ☞ Company Policy on Project Management
- ☞ Risk Management Plan



## Chapter 12

## Procurement...(Contracting)

*... includes the processes required to acquire goods and services from outside the performing organization*

### Things to Ensure:

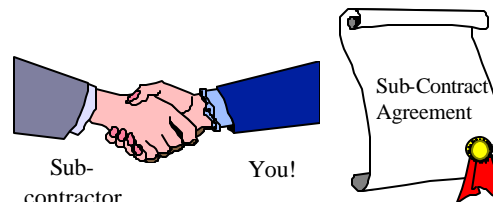
- ✓ Statements of Work are in place for subcontracting work on the project.
- ✓ Procurement documentation is in place to solicit proposals from prospective sellers.
- ✓ Solicitation strategies for accepting proposals from potential sellers are in place.
- ✓ Mutual binding agreements are in place with subcontractors and vendors as needed.

### Typical Artifacts:

- ☞ Statement(s) Of Work
- ☞ Procurement Documents
- ☞ Proposals
- ☞ Contracts

### Policy/Guidance:

- ☞ Company Policy on Project Management
- ☞ Procurement Management Plan



## PMBOK...

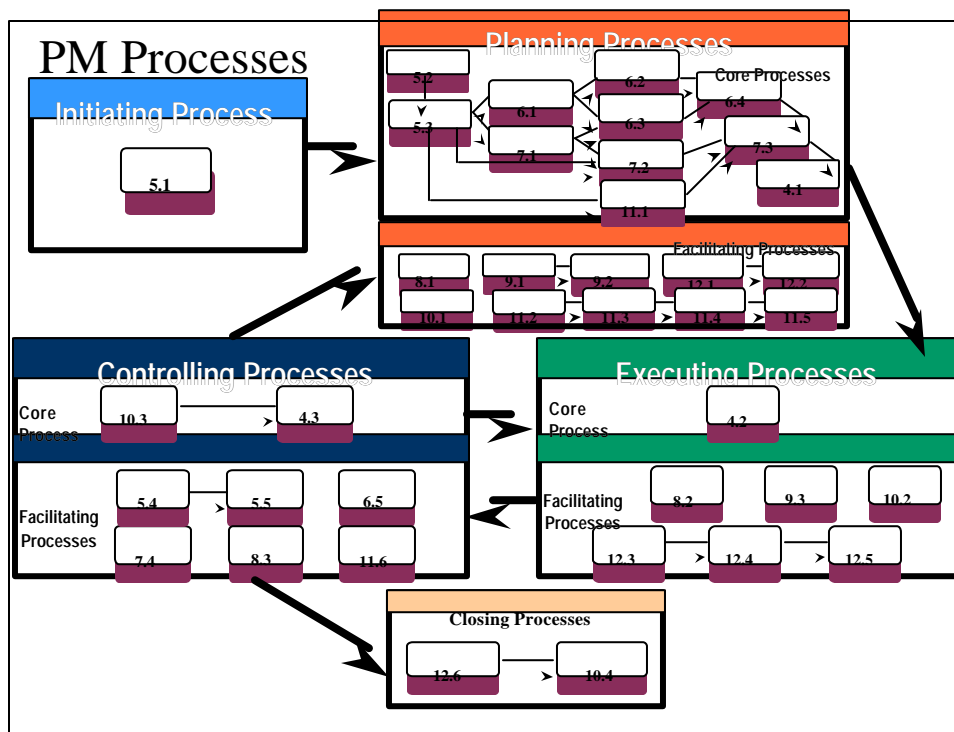
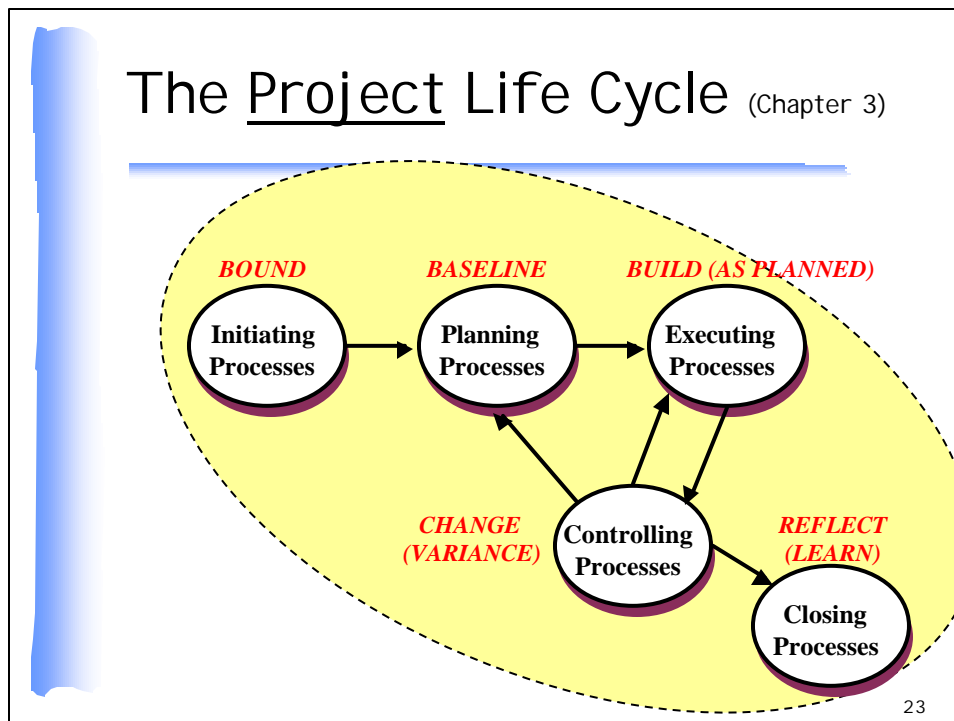
- ✦ IS a technical framework of project management principles
- ✦ IS a simplified approach to project management for project managers AND project leads, team leaders, project team members, and other stakeholders
- ✦ IS NOT a replacement for guidance given through ISO 9000, CMM, DOT, or other IEEE standards.

## PMBOK (Chapter 3)

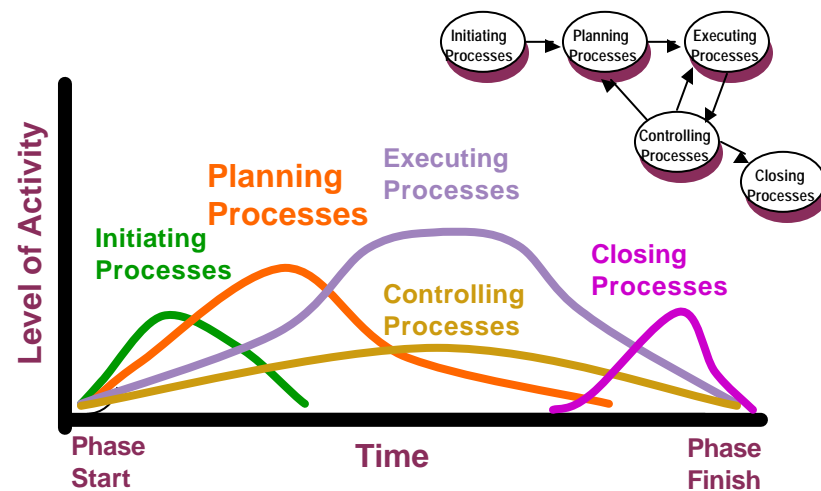
Think Process!

View *each topic* in the context of the five PM processes (Initiate, Plan, Execute, Control, Close)!

22



## Process Interaction Over Time

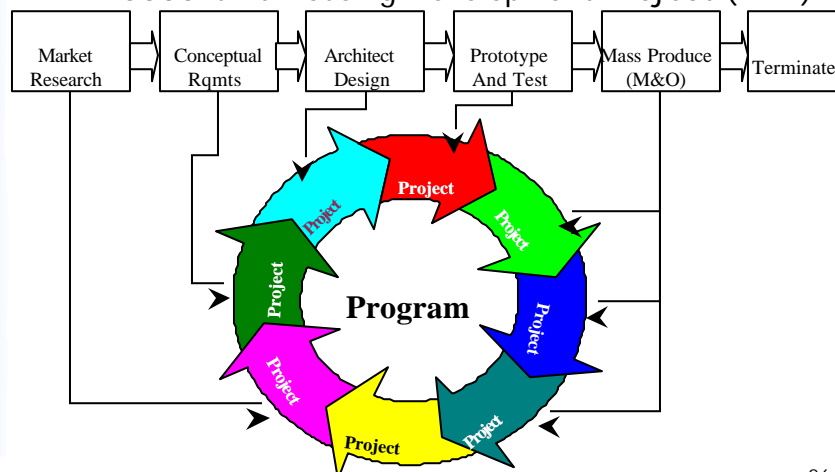


25

## A Program Life Cycle Example

Suppose you wanted to create...

...A 5000-unit Housing Development Project (HDP)...

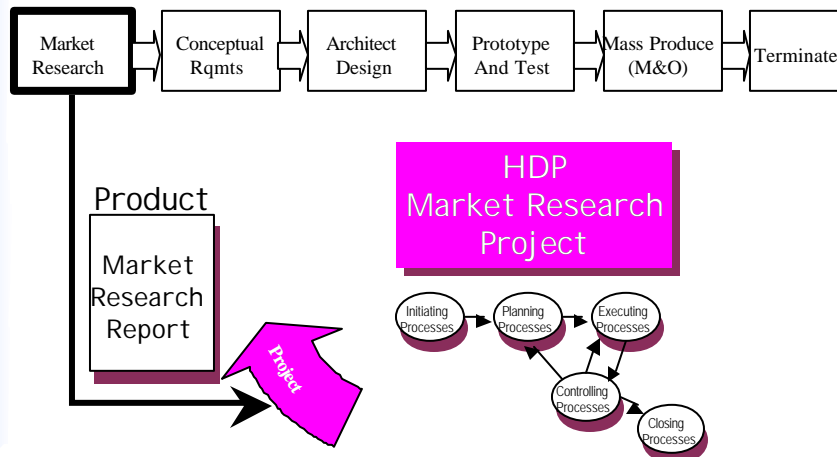


26

## A Program Life Cycle Example

Suppose you wanted to create...

...A 5000-unit Housing Development Project (HDP)...

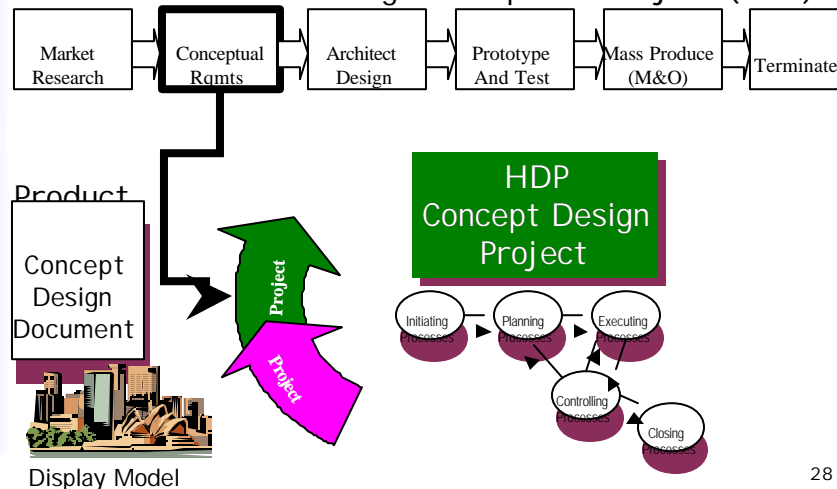


27

## A Program Life Cycle Example

Suppose you wanted to create...

...A 5000-unit Housing Development Project (HDP)...

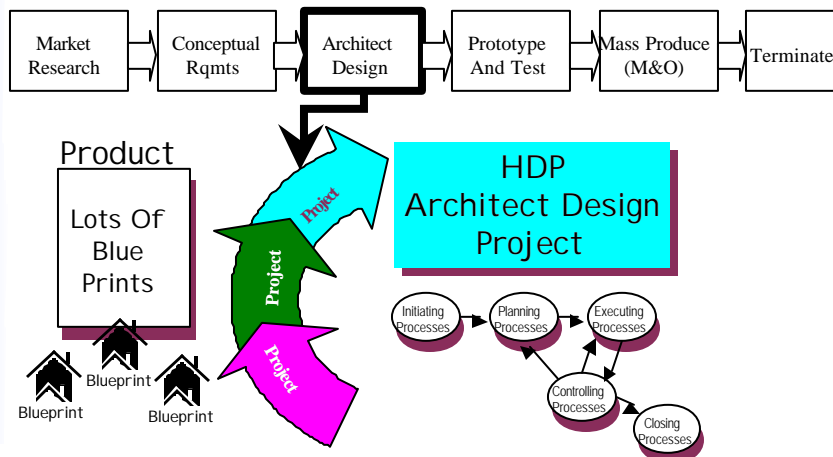


28

## A Program Life Cycle Example

Suppose you wanted to create...

...A 5000-unit Housing Development Project (HDP)...

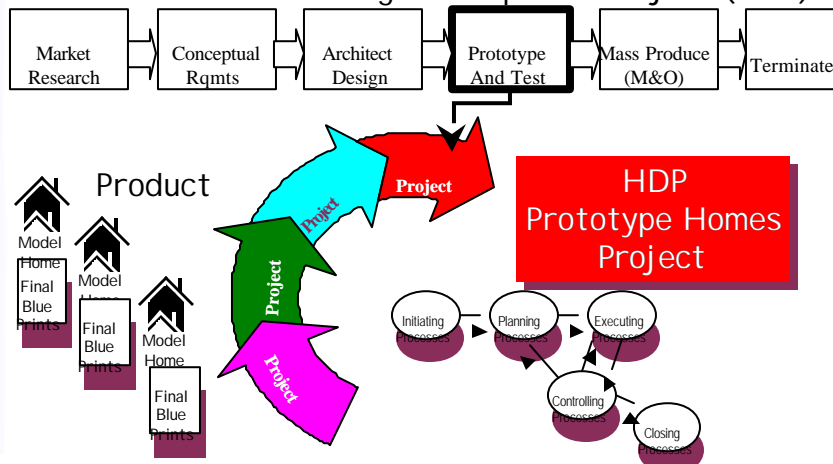


29

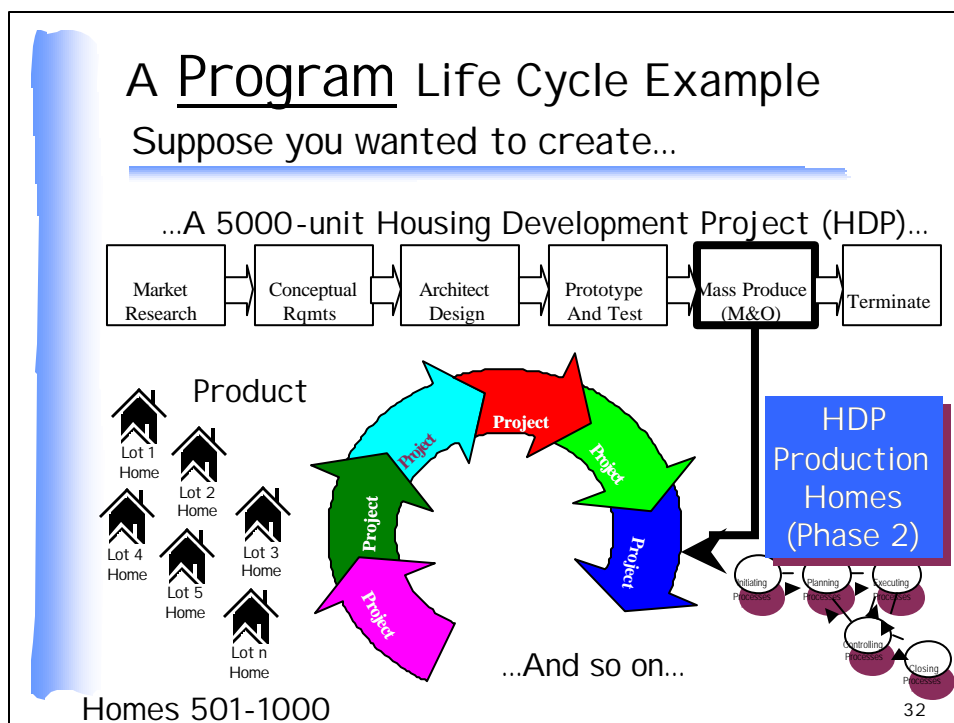
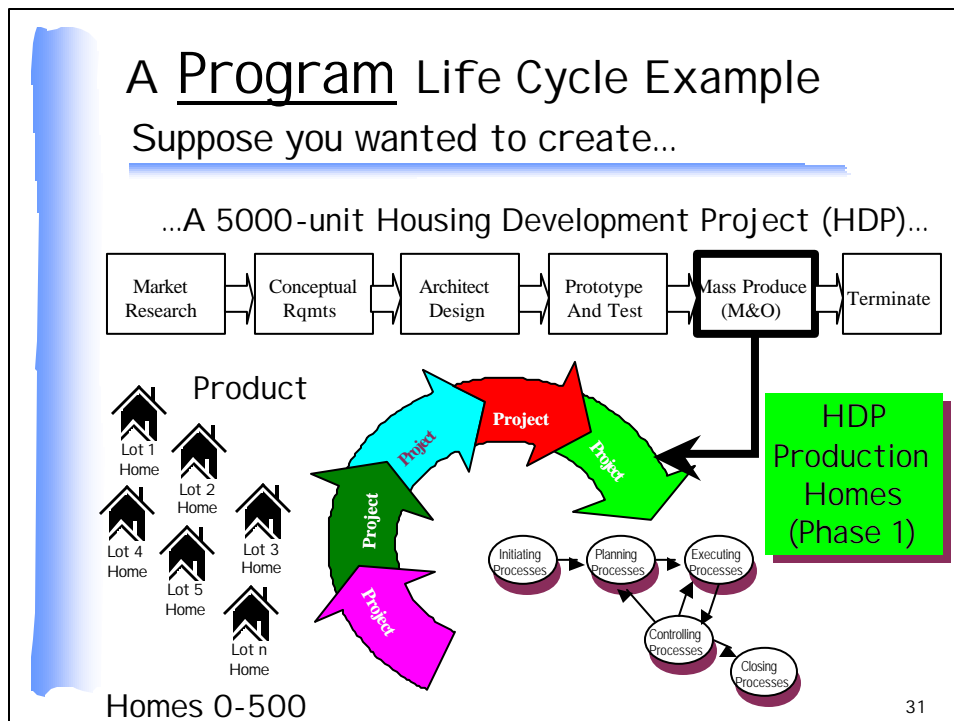
## A Program Life Cycle Example

Suppose you wanted to create...

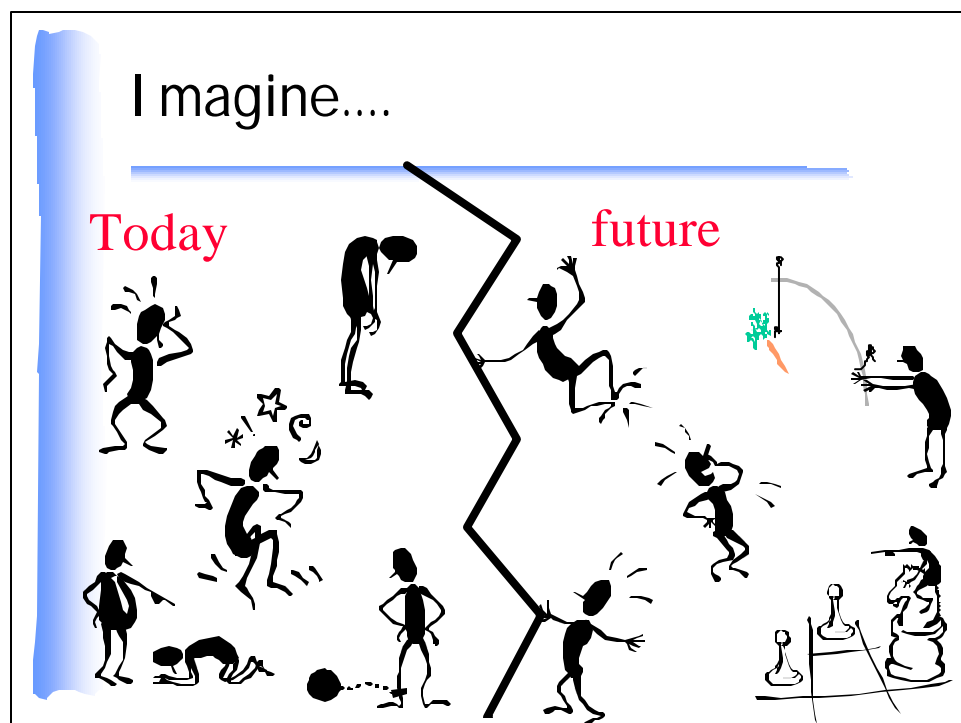
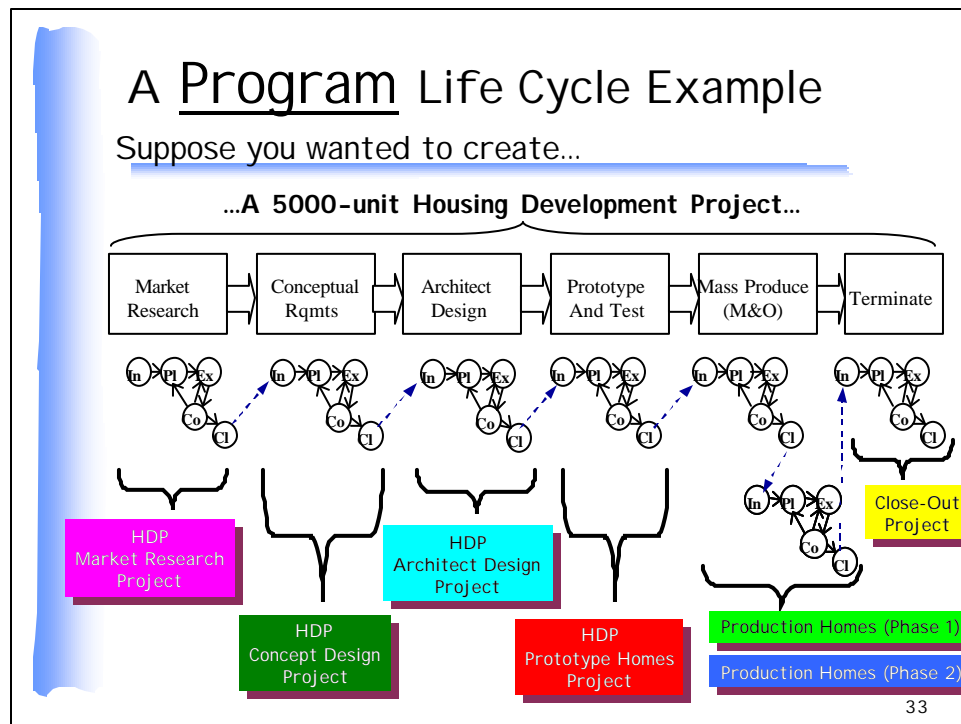
...A 5000-unit Housing Development Project (HDP)...



30

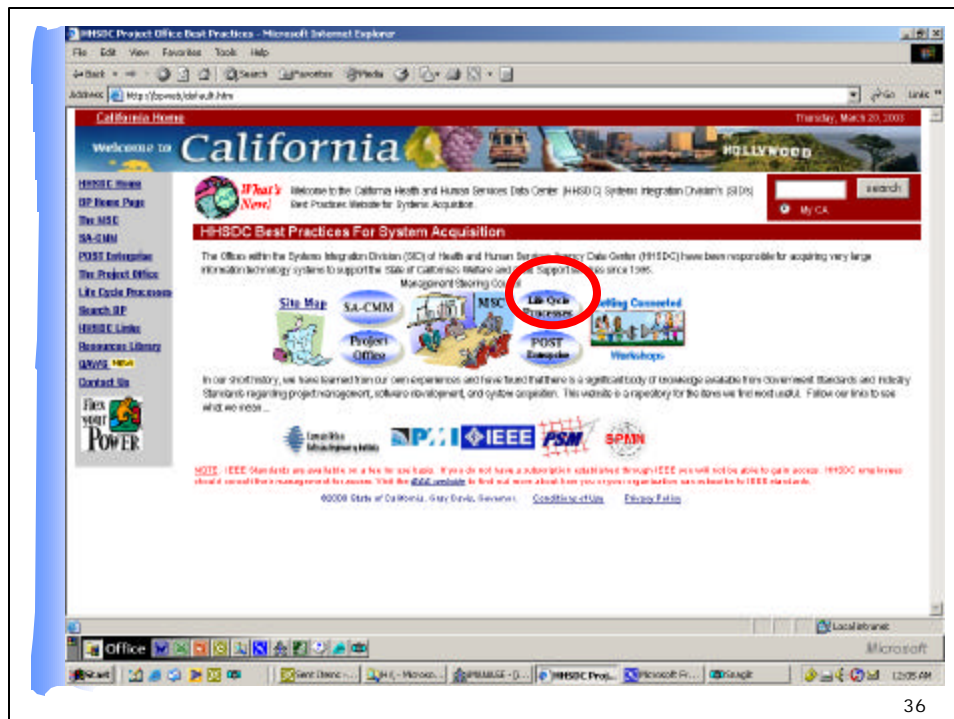




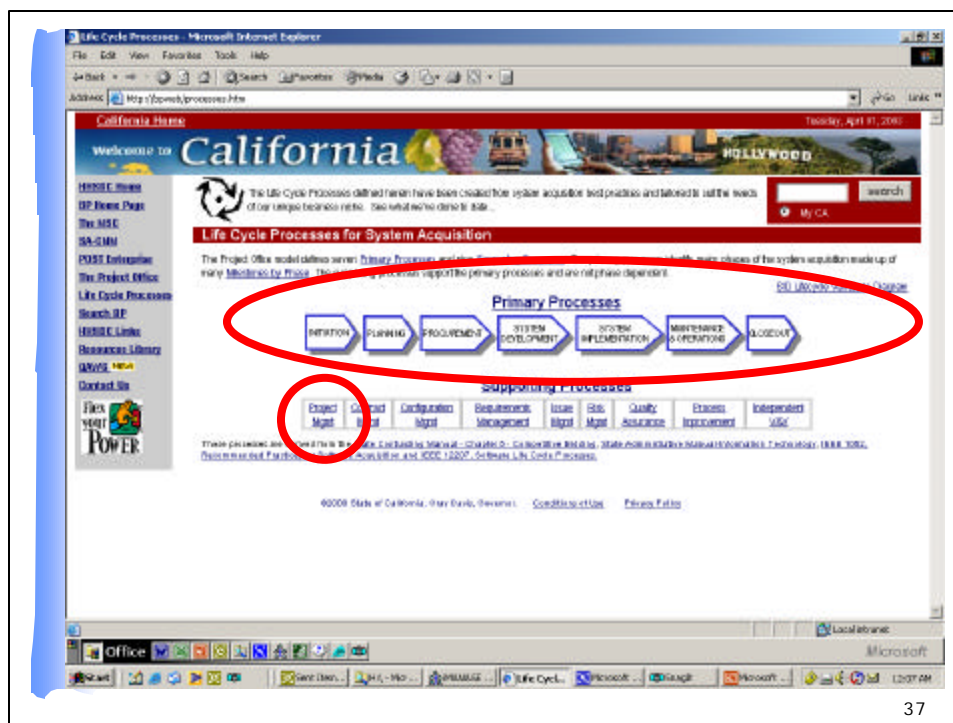


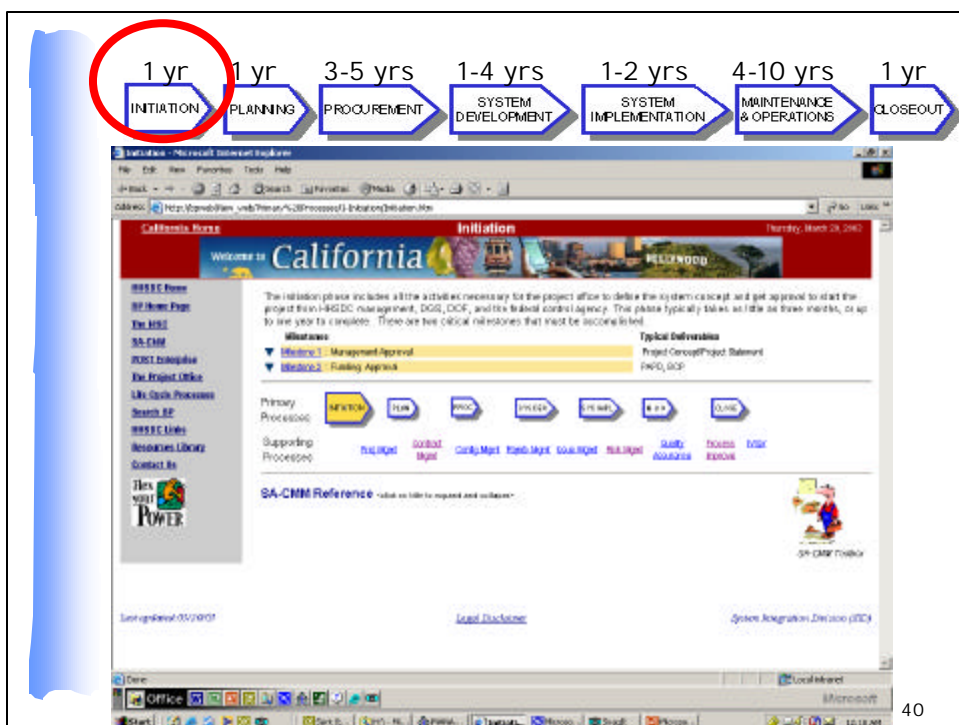
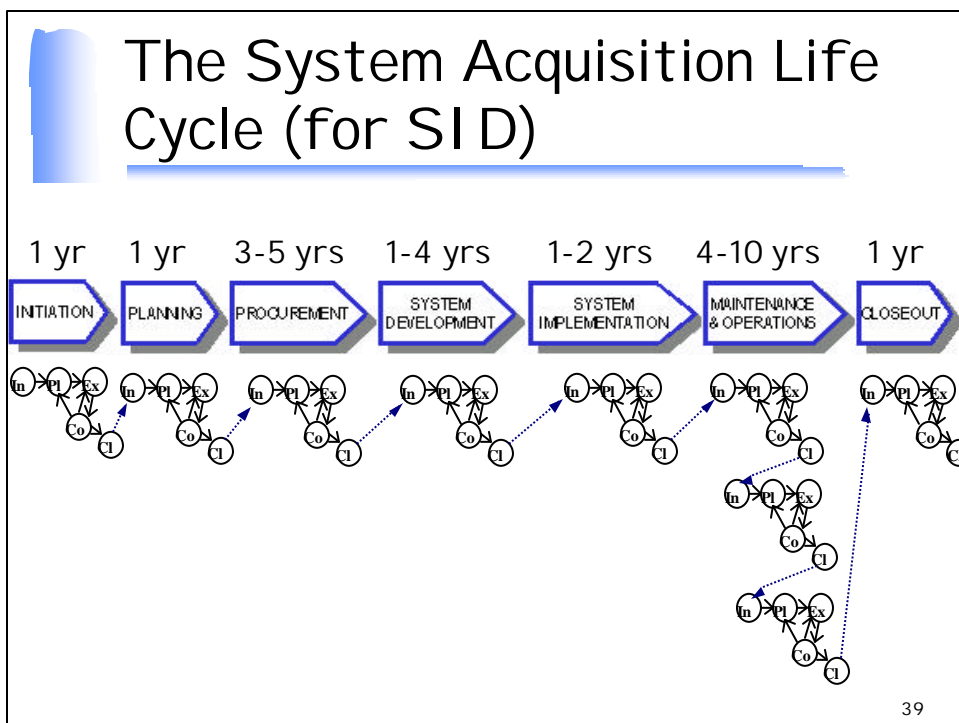
## Part II

To familiarize attendees with how project management relates to everyone in the organization.



36





1 yr INITIATION → **1 yr PLANNING** → 3-5 yrs PROCUREMENT → 1-4 yrs SYSTEM DEVELOPMENT → 1-2 yrs SYSTEM IMPLEMENTATION → 4-10 yrs MAINTENANCE & OPERATIONS → 1 yr CLOSEOUT

The screenshot shows the 'Planning' phase of the California Home website. The page title is 'Planning' and the date is 'Friday, December 20, 2001'. The main content area is titled 'Welcome to California' and includes a description of the planning phase, milestones, and typical deliverables. The milestones listed are: Milestone 1: Staff Authorization in Place, Milestone 2: RFP & Contractor Accountability in Place, and Milestone 3: Phase Approved. The typical deliverables listed are: City Chart, Public, RFP Status, Project Unit, Project Office Support Tools, and Project Charter. The page also includes a 'Primary Processes' section with icons for INIT, PLANNING, and others, and a 'Supporting Processes' section with icons for Procurement, Contract, and others. The page footer includes 'Last updated: 12/20/01' and 'Lynel Davidson'.

41

1 yr INITIATION → 1 yr PLANNING → **3-5 yrs PROCUREMENT** → 1-4 yrs SYSTEM DEVELOPMENT → 1-2 yrs SYSTEM IMPLEMENTATION → 4-10 yrs MAINTENANCE & OPERATIONS → 1 yr CLOSEOUT

The screenshot shows the 'Procurement' phase of the California Home website. The page title is 'Procurement' and the date is 'Friday, December 13, 2002'. The main content area is titled 'Welcome to California' and includes a description of the procurement phase, milestones, and typical deliverables. The milestones listed are: Milestone 1: RFP Completed & Approved, Milestone 2: Phase Contractor Selected, Milestone 3: RFP Completed & Approved (alternates procurement only), and Milestone 4: Phase Contractor Award & Approval. The typical deliverables listed are: Design, Syntex, M&A, RFP, Proposal Evaluation Plan & Eval Rpt, FPM/DPW, and Contract. The page also includes a 'Primary Processes' section with icons for INIT, PLANNING, and PROCUREMENT, and a 'Supporting Processes' section with icons for Procurement, Contract, and others. The page footer includes 'Last updated: 12/13/02' and 'Lynel Davidson'.

42



1 yr INITIATION 1 yr PLANNING 3-5 yrs PROCUREMENT 1-4 yrs **SYSTEM DEVELOPMENT** 1-2 yrs SYSTEM IMPLEMENTATION 4-10 yrs MAINTENANCE & OPERATIONS 1 yr CLOSEOUT

California Home System Development

Welcome to California

The system development phase includes all the activities necessary for the project office to ensure the successful development of the system by the prime contractor up to the point where it is ready to be rolled into production. The following critical milestones that must be accomplished:

Milestones	Typical Deliverables
Milestone 1: Contractor Project Initiation Complete & Approved	Project Charter, Project Plan, Design Data Guide, Coding Data Guide
Milestone 2: Requirements Complete & Approved	System Level Specs, Capacity/Performance Model, Other Plans for Follow-On Phases
Milestone 3: Design Complete & Approved	Design Level Specs, Business Rules, Input/Output, Component User Plans
Milestone 4: Coding/Unit Test Complete & Approved	Source Code & Unit Test Docs, Integration Test Plan
Milestone 5: Integration/Testing Complete & Approved	Integration Test Docs, Training Docs, System Test Plan
Milestone 6: System Acceptance Test Complete & Approved	User Acceptance Docs, Training Docs, Test Docs, Help Docs, User & Sys Admin Manuals
Milestone 7: Field Testing Complete & Approved	Field Test Docs, User Plan Updates, Trouble Tickets/Problem Reports and Action/Correction Plans

Primary Processes: INIT PLAN DEV TEST DEPLOY MAINT CLOSE

Supporting Processes: Proc Mgmt Contract Mgmt Config Mgmt Risk Mgmt Issue Mgmt QA Mgmt Source Development Release Mgmt

Last updated: 01/09/02

Legal Disclaimer

System Integration Division (SID)

43

1 yr INITIATION 1 yr PLANNING 3-5 yrs PROCUREMENT 1-4 yrs SYSTEM DEVELOPMENT 1-2 yrs **SYSTEM IMPLEMENTATION** 4-10 yrs MAINTENANCE & OPERATIONS 1 yr CLOSEOUT

California Home System Implementation

Welcome to California

The System Implementation (SI) phase includes all the activities necessary for the project office to transition from the current operation to an operation with the new system. It involves business process re-engineering, site preparation, pilot operations, training, and system roll-out. There are seven critical milestones that must be accomplished:

Milestones	Typical Deliverables
Milestone 1: SI Initiation/Planning Complete & Approved	Proj. Office & County-Level Pre-Planning Docs
Milestone 2: SI Planning & Initiation Complete & Approved	Project Office & County-Level Plan & Initial Docs
Milestone 3: SI Planning & Initiation Complete & Approved	Project Office & County-Level Pilot Ops. Docs
Milestone 4: SI Planning & Initiation Complete & Approved	Project Office & County-Level Evaluation Docs
Milestone 5: SI Planning & Initiation Complete & Approved	Project Office & County-Level Approval Docs

Primary Processes: INIT PLAN DEV TEST DEPLOY MAINT CLOSE

Supporting Processes: Proc Mgmt Contract Mgmt Config Mgmt Risk Mgmt Issue Mgmt QA Mgmt Source Development Release Mgmt

Samples

- CLASIS Website To Your Implementation (click link to look at samples)

Last updated: 12/09/01

Legal Disclaimer

System Integration Division (SID)

44

1 yr INITIATION 1 yr PLANNING 3-5 yrs PROCUREMENT 1-4 yrs SYSTEM DEVELOPMENT 1-2 yrs SYSTEM IMPLEMENTATION 4-10 yrs MAINTENANCE & OPERATIONS 1 yr CLOSEOUT

**Maintenance and Operations (M&O)**

There are four basic types of maintenance and operations (M&O) efforts. Differences from the Acquisition phase are noted below:

Type of M&O	Characteristics
<a href="#">Launch of the M&amp;O phase at Introduction of a New M&amp;O Cycle</a>	<ul style="list-style-type: none"> <li>The system has just completed the Acquisition life-cycle and has been rolled-out to all contracted customers.</li> <li>The page of organization is transitioning from an acquisition organization to an M&amp;O organization.</li> <li>Support of this system is transitioning from project staff to M&amp;O staff.</li> </ul>
<a href="#">Ongoing M&amp;O</a>	<ul style="list-style-type: none"> <li>The system is already in M&amp;O.</li> <li>Support of this system is transitioning from one organization to another organization.</li> <li>The M&amp;O infrastructure, plans, and processes are already in place.</li> <li>M&amp;O activities are ongoing.</li> </ul>
<a href="#">Upgrade/Change of Major Enhancement</a>	<ul style="list-style-type: none"> <li>The system is already in M&amp;O.</li> <li>The changes proposed exceed the current M&amp;O scope/budget/resources.</li> <li>The changes require a greater level of effort, control and/or coordination than a normal black cycle change.</li> <li>The changes must be made in parallel with other black cycle changes.</li> </ul>
<a href="#">Procurement for a Replacement M&amp;O Vendor</a>	<ul style="list-style-type: none"> <li>The current M&amp;O contract is coming to a close.</li> <li>The system will continue to be in operation for several more years.</li> </ul>

The M&O phase differs from the Acquisition phase in the following ways:

- More frequent communications with Stakeholders, including stronger participation by the Stakeholders to provide new requirements, change requests and problem/solutions.
- Staff turnover and replacement is a normal process and there is a stronger need for knowledge transfer, training, up-to-date

45

1 yr INITIATION 1 yr PLANNING 3-5 yrs PROCUREMENT 1-4 yrs SYSTEM DEVELOPMENT 1-2 yrs SYSTEM IMPLEMENTATION 4-10 yrs MAINTENANCE & OPERATIONS 1 yr CLOSEOUT

**Closeout**

The closeout phase includes all the activities necessary for the project office to bring closure to the project effort (upon system acceptance) and to transfer system responsibility to an operators unit. It is important that lessons learned are captured and that project information is properly archived. Projects that have additional follow-on changes to the system often delay or defer the closeout phase. There are four critical milestones that must be accomplished:

Milestones	Typical Deliverables
<a href="#">Milestone 1: Pending Admins Close-Out</a>	Inspection Report, PDR, Bill Transfer Plan
<a href="#">Milestone 2: Contract Close-Out and Lessons Learned</a>	Contractor Evaluation, Final Invoice & Report, Lessons Learned Documentation
<a href="#">Milestone 3: Data Archive</a>	Data Archive List
<a href="#">Milestone 4: Project Close-Out Terminated</a>	Property Transfer Report

Primary Processes: INIT, PLAN, DO, CHECK, ACT, CLOSEOUT

Supporting Processes: [Project Mgmt](#), [Contract Mgmt](#), [Quality Mgmt](#), [Risk Mgmt](#), [Procurement Mgmt](#), [Configuration Mgmt](#), [Change Mgmt](#), [Training Mgmt](#), [Documentation Mgmt](#), [Communication Mgmt](#), [Financial Mgmt](#), [Legal Mgmt](#), [Security Mgmt](#), [Environmental Mgmt](#), [Health & Safety Mgmt](#), [Other Mgmt](#)

46

# The PMBOK Subject-to-Process Correlation Matrix

June 4, 2002

Chapter / Process	Formal Guidance	Initiating	Planning	Executing	Controlling	Closing
<b>Integration</b>	<ul style="list-style-type: none"> <li>Project Plan</li> </ul>		<b>4.1 Project Plan Development</b> <ul style="list-style-type: none"> <li>Project Plan</li> <li>Supporting Detail</li> </ul>	<b>4.2 Project Plan Execution</b> <ul style="list-style-type: none"> <li>Work Results</li> <li>Change Requests</li> </ul>	<b>4.3 Integrated Change Control</b> <ul style="list-style-type: none"> <li>Project Plan Updates</li> <li>Corrective Action</li> <li>Lessons Learned</li> </ul>	
<b>Scope</b>	<ul style="list-style-type: none"> <li>Scope Management Plan</li> </ul>	<b>5.1 Initiation</b> <ul style="list-style-type: none"> <li>Project Charter</li> <li>Project Manager Identified/Assigned</li> <li>Constraints</li> <li>Assumptions</li> </ul>	<b>5.2 Scope Planning</b> <ul style="list-style-type: none"> <li>Scope Statement</li> <li>Supporting Detail</li> <li>Scope Management Plan</li> </ul> <b>5.3 Scope Definition</b> <ul style="list-style-type: none"> <li>Work Breakdown Structure</li> <li>Scope Statement Updates</li> </ul>		<b>5.4 Scope Verification</b> <ul style="list-style-type: none"> <li>Formal Acceptance</li> </ul> <b>5.5 Scope Change Control</b> <ul style="list-style-type: none"> <li>Scope Changes</li> <li>Corrective Action</li> <li>Lessons Learned</li> <li>Adjusted Baseline</li> </ul>	
<b>Time</b>	<ul style="list-style-type: none"> <li>Schedule Management Plan</li> </ul>		<b>6.1 Activity Definition</b> <ul style="list-style-type: none"> <li>Activity List</li> <li>Supporting Detail</li> <li>Work Breakdown Structure Updates</li> </ul> <b>6.2 Activity Sequencing</b> <ul style="list-style-type: none"> <li>Project Network Diagrams</li> <li>Activity List Updates</li> </ul> <b>6.3 Activity Duration Estimating</b> <ul style="list-style-type: none"> <li>Activity Duration Estimates</li> <li>Basis Of Estimates</li> <li>Activity List Updates</li> </ul> <b>6.4 Schedule Development</b> <ul style="list-style-type: none"> <li>Project Schedule</li> <li>Supporting Detail</li> <li>Schedule Management Plan</li> <li>Resource Requirements Updates</li> </ul>		<b>6.5 Schedule Control</b> <ul style="list-style-type: none"> <li>Schedule Updates</li> <li>Corrective Action</li> <li>Lessons Learned</li> </ul>	



# The PMBOK Subject-to-Process Correlation Matrix

June 4, 2002

Chapter / Process	Formal Guidance	Initiating	Planning	Executing	Controlling	Closing
<b>Cost</b>	<ul style="list-style-type: none"> <li>Cost Management Plan</li> </ul>		<b>7.1 Resource Planning</b> <ul style="list-style-type: none"> <li>Resource Requirements</li> </ul> <b>7.2 Cost Estimating</b> <ul style="list-style-type: none"> <li>Cost Estimates</li> <li>Supporting Detail</li> <li>Cost Management Plan</li> </ul> <b>7.3 Cost Budgeting</b> <ul style="list-style-type: none"> <li>Cost Baseline</li> </ul>		<b>7.4 Cost Control</b> <ul style="list-style-type: none"> <li>Revised Cost Estimates</li> <li>Budget Updates</li> <li>Corrective Action</li> <li>Estimate At Completion</li> <li>Project Closeout</li> <li>Lessons Learned</li> </ul>	
<b>Quality</b>	<ul style="list-style-type: none"> <li>Quality Management Plan</li> </ul>		<b>8.1 Quality Planning</b> <ul style="list-style-type: none"> <li>Quality Management Plan</li> <li>Operational Definitions</li> <li>Checklists</li> <li>Inputs to Other Processes</li> </ul>	<b>8.2 Quality Assurance</b> <ul style="list-style-type: none"> <li>Quality Improvement</li> </ul>	<b>8.3 Quality Control</b> <ul style="list-style-type: none"> <li>Quality Improvement</li> <li>Acceptance Decisions</li> <li>Rework</li> <li>Completed Checklists</li> <li>Process Adjustments</li> </ul>	
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>Staffing Management Plan</li> </ul>		<b>9.1 Organizational Planning</b> <ul style="list-style-type: none"> <li>Roles &amp; Responsibility Assignments</li> <li>Staffing Management Plan</li> <li>Organizational Chart</li> <li>Supporting Detail</li> </ul> <b>9.2 Staff Acquisition</b> <ul style="list-style-type: none"> <li>Project Staff Assigned</li> <li>Project Team Directory</li> </ul>	<b>9.3 Team Development</b> <ul style="list-style-type: none"> <li>Performance Improvements</li> <li>Input to Performance Appraisals</li> </ul>		
<b>Communication</b>	<ul style="list-style-type: none"> <li>Communications Management Plan</li> </ul>		<b>10.1 Communications Planning</b> <ul style="list-style-type: none"> <li>Communications Management Plan</li> </ul>	<b>10.2 Information Distribution</b> <ul style="list-style-type: none"> <li>Project Records</li> <li>Project Reports</li> <li>Project Presentations</li> </ul>	<b>10.3 Performance Reporting</b> <ul style="list-style-type: none"> <li>Performance Reports</li> <li>Change Requests</li> </ul>	<b>10.4 Administrative Closure</b> <ul style="list-style-type: none"> <li>Project Archives</li> <li>Project Closure</li> <li>Lessons Learned</li> </ul>

# The PMBOK Subject-to-Process Correlation Matrix

June 4, 2002

Chapter / Process	Formal Guidance	Initiating	Planning	Executing	Controlling	Closing
<b>Risk</b>	<ul style="list-style-type: none"> <li>▪ Risk Management Plan</li> <li>▪ Risk Response Plan</li> </ul>		<b>11.1 Risk Mgmt Planning</b> <ul style="list-style-type: none"> <li>▪ Risk Management Plan</li> </ul> <b>11.2 Risk Identification</b> <ul style="list-style-type: none"> <li>▪ Risks</li> <li>▪ Triggers</li> <li>▪ Inputs to Other Processes</li> </ul> <b>11.3 Qualitative Risk Analysis</b> <ul style="list-style-type: none"> <li>▪ Overall Risk Ranking for the Project</li> <li>▪ List of Prioritized Risks</li> <li>▪ List of Risks for Additional Analysis</li> <li>▪ Trends in Qualitative Risk Analysis Results</li> </ul> <b>11.4 Quantitative Risk Analysis</b> <ul style="list-style-type: none"> <li>▪ Prioritized List of Quantified Risks</li> <li>▪ Probabilistic Analysis of the Project</li> <li>▪ Probability of Achieving Cost and Time Objectives</li> <li>▪ Trends in Quantitative Risk Analysis Results</li> </ul> <b>11.5 Risk Response Planning</b> <ul style="list-style-type: none"> <li>▪ Risk Response Plan</li> <li>▪ Residual Risks</li> <li>▪ Secondary Risks</li> <li>▪ Contractual Agreements</li> <li>▪ Contingency Reserve Amounts Needed</li> <li>▪ Inputs to Other Processes</li> <li>▪ Inputs to a Revised Project Plan</li> </ul>		<b>11.6 Risk Monitoring &amp; Control</b> <ul style="list-style-type: none"> <li>▪ Workaround Plans</li> <li>▪ Corrective Action</li> <li>▪ Project Change Requests</li> <li>▪ Updates to the Risk Response Plan</li> <li>▪ Risk Database</li> <li>▪ Updates to the Risk Identification Checklists</li> </ul>	
<b>Procurement</b>	<ul style="list-style-type: none"> <li>▪ Procurement Management Plan</li> </ul>		<b>12.1 Procurement Planning</b> <ul style="list-style-type: none"> <li>▪ Procurement Management Plan</li> <li>▪ Statement(s) Of Work</li> </ul> <b>12.2 Solicitation Planning</b> <ul style="list-style-type: none"> <li>▪ Procurement Documents</li> <li>▪ Evaluation Criteria</li> <li>▪ Statement of Work Updates</li> </ul>	<b>12.3 Solicitation</b> <ul style="list-style-type: none"> <li>▪ Proposals</li> </ul> <b>12.4 Source Selection</b> <ul style="list-style-type: none"> <li>▪ Contract</li> </ul> <b>12.5 Contract Administration</b> <ul style="list-style-type: none"> <li>▪ Correspondence</li> <li>▪ Contract Changes</li> <li>▪ Payment Requests</li> </ul>		<b>12.6 Contract Closeout</b> <ul style="list-style-type: none"> <li>▪ Contract File</li> <li>▪ Formal Acceptance and Closure</li> </ul>